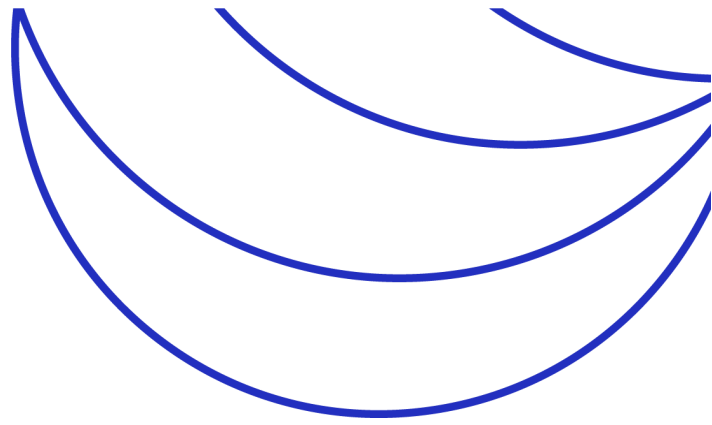




INFORMATION TECHNOLOGY
Vendor Management Office



IT Vendor Management Office

CONCEPT OF OPERATIONS

1.1 - Final Draft

October 22, 2020



Revision History

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v0.2 Baseline Working Copy (Stakeholder Feedback)

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v1.0 Baseline Final Draft (Digital.gov; Prepared for Final Reviews)

v1.1 Baseline Final Draft (Executive Stakeholder Feedback)



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Executive Overview

The Information Technology Vendor Management Office (ITVMO) advances the goals of Category Management (CM) to improve how the government buys common goods and services, including ensuring best pricing and eliminating duplicative contracts. In October 2020, the Office of Management and Budget (OMB), created the ITVMO in partnership with the General Services Administration (GSA), the National Aeronautics and Space Administration, the National Institutes of Health, and the Department of Defense to:

Provide agencies with meaningful acquisition intelligence to inform and support faster, smarter IT buying decisions.

The ITVMO serves as a trusted independent advisor and advocate to help agencies buy common IT goods and services in compliance with procurement laws. As a one stop shop, the ITVMO will leverage governmentwide IT procurement data, conduct market research, and develop shared agency acquisition knowledge to support agencies in procurement decisions.

The ITVMO exists within the complex Federal IT Acquisitions Ecosystem composed of various champions, stakeholders, customers, and partners. The ITVMO offers a coordinated voice representing all agencies to the vendor community. As Agencies plan for and develop their OEM requirements and strategies they will be able to leverage ITVMO artifacts for: prices paid for similar products, standardized terms and conditions that should be adopted in Enterprise Level Agreements, recommended vendor negotiation strategies and best practices, and best practices for supply chain risk mitigation.

ITVMO Service Offerings

| | |
|---|--|
| Data Analytics | Provides insights into cost, spend, and contracting data to enable data-driven decision-making that supports and informs acquisition strategies. |
| Subject Matter Expertise | Provides domain expertise on IT demand management, products, services, strategic sourcing, technology trends, and purchasing best practices. |
| Vendor Relationship Management | Provides a governmentwide office to effectively engage and promote two-way communication across industry and agencies. |
| Best in Class Solution Management | Provides integration and contracting support to reduce duplicative efforts, improve awareness, and objectively broker government-wide use of Best-in-Class vehicles. |
| IT Security and Supply Chain Risk Management | Provides support for security compliance and supply chain risk management. |

The ITVMO is rolling out in a phased manner with full maturity projected for 2025. For more information and to gain assistance for your agency, please reach out to ITVMO@gsa.gov.



Introduction

In October 2020, the Office of Management and Budget (OMB) Office of Federal Procurement Policy (OFPP) and Office of Federal Chief Information Officer (OFCIO), created the Information Technology Vendor Management Office (ITVMO) in partnership with the General Services Administration (GSA) Office of Information Technology Category (ITC), the National Aeronautics and Space Administration (NASA) Solutions for Enterprise-wide Procurement (SEWP) program, the National Institutes for Health (NIH) Information Technology Acquisitions and Assessment Center (NITAAC) program, and the Department of Defense (DoD) Office of Information Technology Category Management (OITCM). The Information Technology Vendor Management Office (ITVMO) Concept of Operations (ConOps) is intended as a reference document that describes the ITVMO mission, objectives, and operations.

What is the purpose of the ITVMO?

The ITVMO serves as a trusted independent advisor and advocate for agencies and represents the interests of the federal IT acquisitions community to vendors. Its goal is to help agencies buy common IT goods and services in compliance with procurement laws. As a one stop shop, the ITVMO will leverage governmentwide IT procurement data, conduct federal IT marketplace research, and develop shared agency acquisition knowledge to support agencies in procurement decisions. The ITVMO will assist the government in:

- 1. Advancing IT Category Management.** The ITVMO advances the goals of CM to improve how the government buys common goods and services, including ensuring best pricing and eliminating duplicative contracts. The ITVMO partners with the Governmentwide Category Management Program Management Office (GWCM PMO) and GSA's Office of ITC team to make government procurement data more accessible and available to agencies. Data and market intelligence will provide valuable IT acquisition insights to agencies and meet milestones in the Annual IT Category Management (ITCM) Strategic Plan.¹
- 2. Partnering with Small Business.** The ITVMO supports each agencies' Office of Small and Disadvantaged Business Utilization (OSDBU) and other initiatives to

¹ 2020 Annual IT Category Management Strategic Plan



encourage small businesses and startups to participate in the federal IT acquisitions space. Changes to the federal IT marketplace especially impact small businesses. The ITVMO uses data to demonstrate how small businesses can support agencies in meeting their missions and how they can succeed within the category management framework.

- 3. Assessing the Federal IT Marketplace.** The federal IT marketplace has evolved significantly in recent years. The government's ability to manage effectively the complex supply base depends on having the right information to understand the supplier base and make informed buying decisions. The ITVMO works with the Federal Acquisition Security Council (FASC) and other offices to support and improve agencies' supply chain management. The ITVMO will provide in-depth analysis on vendors and suppliers in the federal IT marketplace, help agencies draft terms and conditions, and support programs that reduce IT security and supply chain risks.

What problems does the ITVMO solve?

Currently, agencies are independently acquiring products and services and there is not a platform to share best practices, lessons learned, and expertise across the entire federal government. The ITVMO offers a coordinated voice representing all agencies to the vendor community. As agencies plan for and develop their OEM requirements and strategies they will be able to leverage ITVMO artifacts for: prices paid for similar products, standardized terms and conditions that should be adopted in Enterprise Level Agreements, recommended vendor negotiation strategies and best practices, and best practices for supply chain risk mitigation.

The ITVMO gives agencies acquisition expertise to support faster and smarter IT buying decisions. Without a governmentwide ITVMO to support agency acquisition efforts, agencies pay more, duplicate efforts, and can not make the best investment decisions for IT services and solutions. The ITVMO will address these challenges by:

- Providing resources to share information, analysis, and advice on effective and efficient acquisitions;
- Joining key federal acquisition programs (GSA, NASA, NIH, and DoD) to work together and use existing resources, knowledge, and competencies;
- Identifying emerging trends to provide federal IT workforce development, IT acquisitions process improvements, and resources on innovative technologies;



- Providing more unified communications and messaging to reduce confusion for the vendor community; and
- Developing data-driven resources to support agencies' IT acquisitions and investments.

Why is the ITVMO needed now?

In December 2017, the American Technology Council (ATC) issued the *Report to the President on Federal IT Modernization*. In the report, ATC recommended support for agencies' migration to cloud-based email and collaboration suites that use the whole-of-government buying power.² Later, governmentwide cloud email adoption became a Key Performance Indicator (KPI) for the President's Management Agenda (PMA) Cross Agency Priority (CAP) Goal #1: Modernize IT to Increase Productivity and Security.³ The administration set the ambitious target of migrating 95 percent of agency email inboxes to cloud-based solutions.⁴ In Fiscal Year (FY) 2019, the federal government launched the Civilian Enterprise Office Solution (CEOS) working group. CEOS is a high-profile, cross-agency initiative led by the OMB to increase the adoption of and standardize requirements for cloud-based email and collaboration tools.

Since 2017, agencies have made significant progress adopting cloud email and collaboration tools, but the effort revealed significant issues in how agencies buy commodity IT and leverage existing IT contract vehicles.⁵ The CEOS working group discovered significant inconsistencies in IT pricing and contract terms and conditions across agencies. Furthermore, agencies do not share IT acquisitions information in a consistent manner, lack a unifying voice to represent the collective interests to the vendor community, and lack insight on IT security and supply chain risks. Agencies lack the information and resources required to make informed IT buying decisions and realize better economies of scale.

The lack of a unified, governmentwide IT acquisition approach means agencies experience different prices for the same products and services, redundant acquisition efforts, and different terms and conditions. To fully realize the benefits of Category

² [Report to the President on Federal IT Modernization](#) page 4

³ https://www.performance.gov/PMA/Presidents_Management_Agenda.pdf

⁴ <https://www.performance.gov/data/#cap>

⁵ Agencies refer to the 24 major agencies listed in the Chief Financial Officers Act of 1990. 31 U.S.C. § 901(b).



Management (CM) across government, federal agencies need a shared voice to engage with the vendor community. The Chief Information Officers Council (CIOC), Chief Acquisition Officers Council (CAOC), and the Chief Information Security Officers Council (CISOC) recommended starting a governmentwide ITVMO to provide agencies with meaningful acquisition intelligence to support faster, smarter IT buying decisions.

What services does the ITVMO PMO provide?

- **Data Analytics:** Provides insights into cost, spend, and contracting data to enable data-driven decision-making that supports and informs acquisition strategies.
- **Subject Matter Expertise:** Provides domain expertise on IT demand management, products, services, strategic sourcing, technology trends, and purchasing best practices.
- **Vendor Relationship Management:** Provides a governmentwide office to effectively engage and promote two-way communication across industry and agencies.
- **Best-in-Class Solutions Support:** Provides integration and contracting support to reduce duplicate efforts, improve awareness, and objectively broker governmentwide use of Best-in-Class vehicles.
- **IT Security and Supply Chain Risk Management:** Provides support for security compliance and supply chain risk management.

How will agencies benefit?

The ITVMO will support agencies as they move from ideas to Request for Proposal (RFP). The ITVMO will identify resources for market research, support independent government cost estimates, and help develop RFPs.

A whole-of-government approach will bring together program staff, contract specialists, vendors, and other IT acquisition professionals from various agencies to solve common IT acquisition problems. The ITVMO will leverage governmentwide IT procurement data, contracting technical expertise, CM, and shared agency acquisition knowledge to make smarter and more cost-effective IT buying decisions.

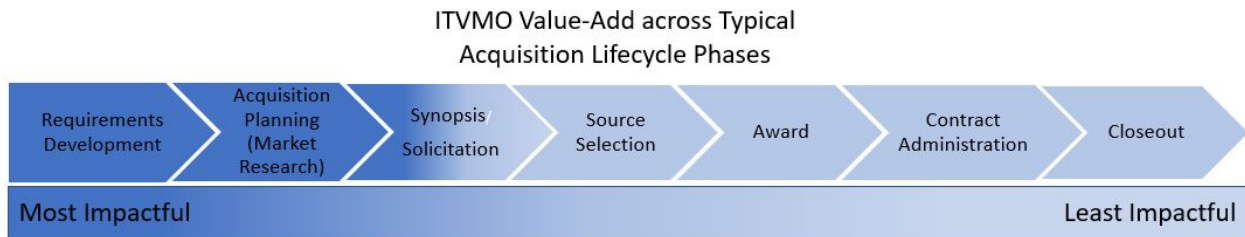


Figure 1: ITVMO Value Contribution across Acquisition Lifecycle Phases. The ITVMO services will be most impactful during the planning and strategy phases.

Ecosystem

The ITVMO exists within the federal IT acquisition ecosystem and will partner, collaborate, and support overlapping programs and initiatives throughout the federal government.

Executive Steering Committee

The ITVMO Executive Steering Committee (ESC) represents several agencies and is responsible for determining the strategic direction and priorities of the ITVMO. The ESC made up of representatives from the following programs:

- NASA SEWP
- NIH NITAAC
- GSA ITC
- DoD OITCM

Stakeholders

Stakeholders provide access to thought leaders across the federal IT acquisition ecosystem. They help the ITVMO establish strategy, goals, and activities, as well as drive policy, dictate budget, and guide projects. These resources and perspectives ensure that the ITVMO is aware of the challenges and opportunities facing agencies. Stakeholders include federal IT and acquisition leadership, as well as subject matter experts who are actively engaged in federal IT acquisitions such as the following:



- OFPP
- OFCIO
- CAOC
- CIOC
- CISOC
- BIC Program Offices

Customers

The ITVMO customers are the offices and programs within each agency responsible for making IT buying decisions. The following figure shows the ITVMO's primary, secondary, and tertiary customers.

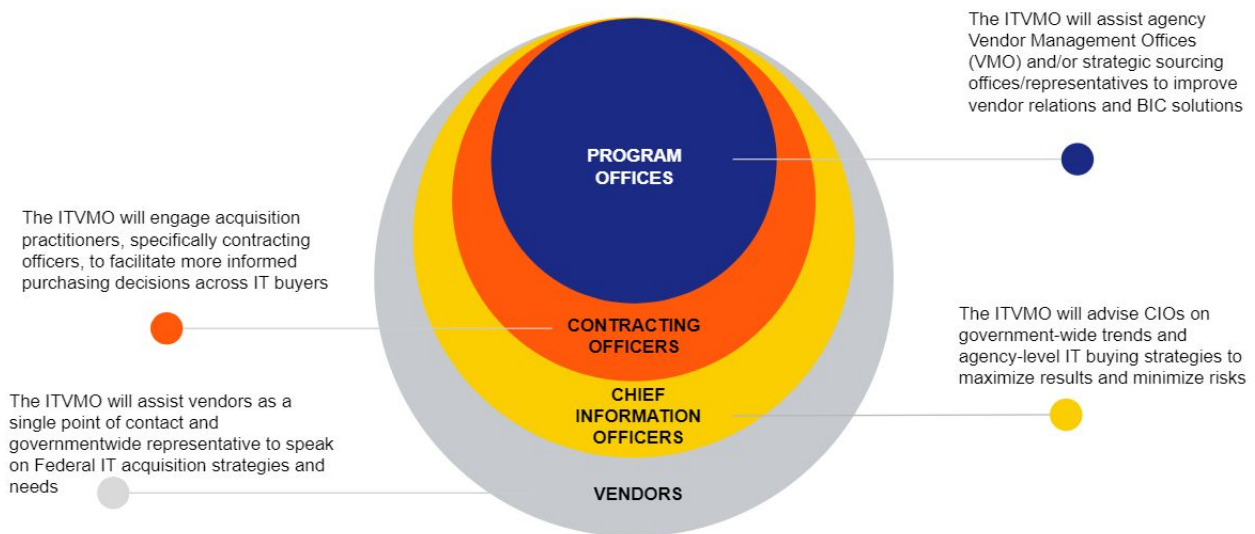


Figure 2: ITVMO Customer Segmentation. ITVMO work products and solutions will target agency-level procurements and IT professionals.

The ITVMO's primary customers are agency program offices that make IT buying decisions. Secondary customers are those federal government professionals that manage vendor contracts such as agency contracting officers (CO) and agency vendor management offices (VMO) support IT programs in their buying and acquisition strategies. The third level customers are agencies' Chief Information Officers (OCIO). These executives shape and implement the policies, strategies, and tactics that support agency mission and technical requirements. The ITVMO also considers the interest of



the vendor community, especially around reducing barriers to enter the federal IT marketplace and how to reduce long procurement time at agencies.

Partners

The ITVMO actively partners with other federal programs and initiatives to solve common challenges. A primary partner of the ITVMO is the GWCM PMO. The ITVMO partners with the GWCM PMO on category management initiatives and shares data resources. The table below documents the alignment and programmatically shared interests of both offices.

| | ITVMO | Alignment | GWCM PMO |
|--|---|---|---|
| <i>Data Analytics</i> | <ul style="list-style-type: none">• Advise agencies on IT spend• Identify gaps in IT transactional data• Determine data sources to enhance IT data | Use CM data to produce detailed, IT-specific visualization for OCIO community | <ul style="list-style-type: none">• Conduct CM data ingest and management• Maintain tiered contract inventory data• Display agency IT profiles and spending data |
| <i>Subject Matter Expertise</i> | <ul style="list-style-type: none">• Advise OCIOs on IT purchasing best practices• Provide expertise on IT and emerging tech• Promote IT acquisition knowledge sharing | Collaborate to improve IT sub-category data reporting and IT Hallway resources for agencies | <ul style="list-style-type: none">• Provide data related to IT sub-categories• Maintain the IT Hallway with resources• Produce education resources and host events |
| <i>Vendor Relationship Management</i> | <ul style="list-style-type: none">• Serve as single IT vendor point of contact• Engage and provide IT support to OSDBUGs• Maintain knowledge of key IT vendors | Leverage CM Small Business and vendor data to engage industry and monitor IT market | <ul style="list-style-type: none">• Maintain vendor databases for agency use• Promote events & industry days (e.g., CASE)• Provide newsletters and content to community |
| <i>BIC Solutions Management</i> | <ul style="list-style-type: none">• Manage BIC solutions to meet IT needs• Work to improve and optimize IT BIC solutions• Help agencies use the IT BIC process | Optimize CM BIC data to support GWACs in growth and how to streamline requirements | <ul style="list-style-type: none">• Monitor BIC solutions to ensure needs are met• Provide IT BICs resources and cost data• Move agencies away from one-off solutions |
| <i>IT Security and Risk Management</i> | <ul style="list-style-type: none">• Monitor technology footprint• Minimize governmentwide IT risks• Assess emerging IT for vulnerabilities | Provide CM with potential gaps and risks along with mitigation strategies to burn down risk | <ul style="list-style-type: none">• Not applicable |

Figure 3: ITVMO and GWCM PMO Capabilities Alignment. ITVMO outcomes depend on an effective business relationship with the GWCM PMO.

Governance

The ITVMO governance framework shows how the office functions. This framework shows each stakeholder's role and authority, as well as how they will be consulted and kept informed throughout strategy, planning, and operations.



INFORMATION TECHNOLOGY Vendor Management Office

The ITVMO is governed by an ESC that determines priorities and goals. The ITVMO PMO consists of several full-time staff that manage day-to-day operations and provide services to ITVMO customers. Customers and other stakeholders participate in working groups that help enhance ITVMO products and deliver value to agency customers.

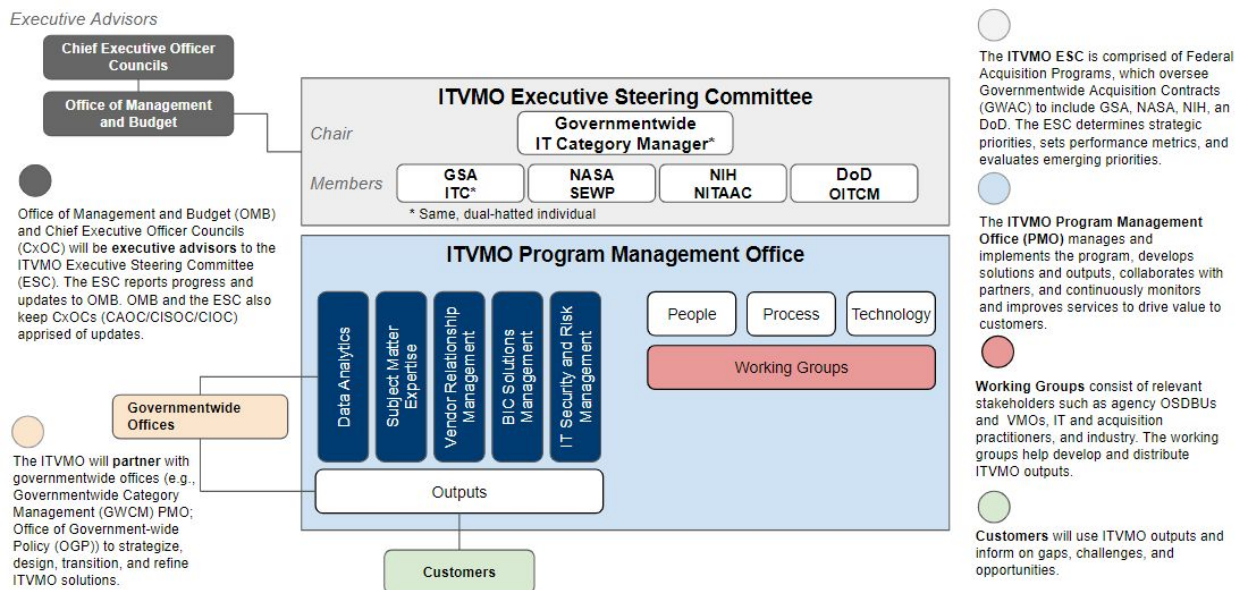


Figure 5: ITVMO Governance Framework. Shows the relationship between the ITVMO's functions, customers, partners, and stakeholders.

Executive Advisors

The executive advisors include representatives from CAOC, CIOC, CISOC, OMB/OFPP, and OMB/OFCIO. While not official members of the ESC, these are leaders who offer their expertise and insights on issues related to federal IT acquisitions. Together they provide the federal government's technology, acquisition, and security strategies, which guide the ITVMO's priorities and services.

Executive Steering Committee

ITVMO ESC establishes strategic goals, performance metrics, and emerging priorities. The ESC includes a representative from NASA SEWP, NIH NITAAC, GSA ITC, and the DoD OITCM. The ESC is chaired by the IT Category Management Program Manager. The



ESC charter clarifies procedures and rules, roles and responsibilities, and meeting logistics.

Program Management Office

The ITVMO consists of two primary entities: the ESC and the Program Management Office (PMO). The ITVMO PMO resides within the GSA Federal Acquisition Service organizational structure. The PMO is made up of federal civil servants, detailees, and contractors. The PMO is responsible for the day-to-day management of the ITVMO, which is articulated in the Program Management Plan (PMP). The PMP outlines how the organization will comply with governing policies and formalizes approaches for business operations.

Working Groups

The ITVMO hosts working groups as needed to help with projects. Working groups might be composed of various stakeholder groups such as IT and acquisition professionals, agency IT buyers, members of related communities of practice, and vendors.

Service Strategy

The ITVMO provides agency customers with five primary services: data analytics, subject matter expertise, vendor relationship management, Best-in-Class solution support, and IT security and supply chain risk management. Collectively, these services represent the core functions and solutions that support agencies' IT buying decisions.

Data Analytics

The ITVMO provides insights into cost, spend, and contracting data to inform agency buying decisions and acquisition strategies. Data analytics supports the ITVMO's other services and products. The ITVMO primarily uses existing data sources to provide insights and recommendations on IT acquisitions, vendor management, and IT acquisition risks. Much of ITVMO's data analytics is done with the GWCM PMO.



Subject Matter Expertise

The ITVMO is a thought leader in the federal IT acquisition space, and integrates perspectives from stakeholders, customers, and partners. The ITVMO provides domain expertise in federal IT acquisitions. The ITVMO maintains resources and expertise on the latest policy and acquisition vehicles. It will inform, educate, and advise agencies on the continuously evolving IT vendor market.

Vendor Relationship Management

The ITVMO promotes and sustains two-way communications across agency and industry. Many agencies actively engage vendors on a regular basis and this service supplements those efforts by providing a whole-of-government perspective. This service reduces redundancy and the risk of contradictory information sharing for both agencies and vendor communities.

Best-in-Class Solutions Support

BIC Solution Support helps agencies navigate the IT BIC landscape and increases agencies' BIC usage. The ITVMO supports the President's Management Agenda (PMA) goals of increasing the use of BIC vehicles and each agencies' spend under management. To that end, the ITVMO helps agencies understand which IT BIC can best fit their IT buying decisions. The ITVMO serves as an independent advisor to make agencies aware of the opportunities that BICs offer and will not promote a particular BIC.

IT Security and Supply Chain Risk Management

The IT Security and Supply Chain Risk Management service provides agencies insight and resources on IT buying risks. The service helps agencies standardize terms and conditions to make IT procurements faster and more secure. The ITVMO also assists agencies to meet compliance and control requirements.



Service Delivery

The service delivery approach is modeled after the Information Technology Infrastructure Library (ITIL) Service Management strategy: design, transition, and refine. This model focuses on aligning the priorities and solutions of the ITVMO to the customer needs. The ITVMO uses the repeatable approach for continuous process and service improvement to mature capabilities and reduce risks over time.

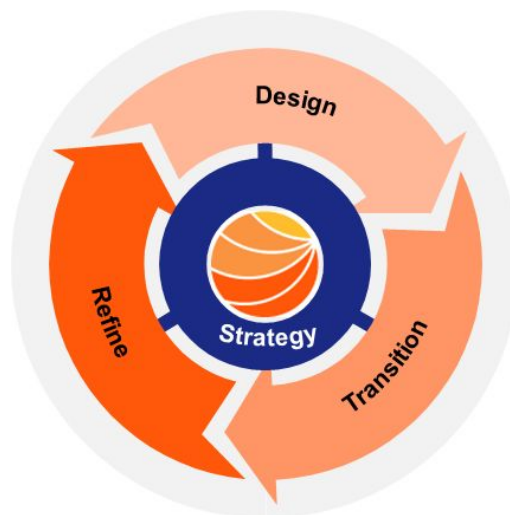


Figure 4: The ITVMO Service Delivery Model uses ITIL best practices to manage risk, strengthen stakeholder relations, and respond to the changing federal IT acquisitions environment.

Organizational Change Management

The ITVMO uses organizational change management (OCM) best practices to guide organizational strategy and growth over the next five years. OCM provides a framework to align, plan, and integrate change throughout the federal IT acquisition ecosystem. OCM helps:

- Advance strategic relations to increase collaboration and buy-in across the ecosystem;
- Reduce the risk of governmentwide and agency resistance to the new capability and services; and



- Enable operations to more efficiently achieve ITVMO's full value.

Phased Maturity

The ITVMO will roll out products and solutions over the course of four years. The office will reach full maturity by FY25.

For More Information

For more information and to gain assistance for your agency, please reach out to ITVMO@gsa.gov.